

Message Text

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ACTION SS-25

INFO OCT-01 ISO-00 SSO-00 /026 W
-----024252 050737Z /11

P 050240Z MAY 78
FM USLO PEKING
TO SECSTATE WASHDC PRIORITY 0629

C O N F I D E N T I A L SECTION 1 OF 2 PEKING 1263

EXDIS

E.O. 11652: GDS
TAGS: OGEN
SUBJ: FY-1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)
PROCESS

REF: STATE 063477

1. SUMMARY: USLO TELEGRAPHICALLY SUBMITS ITS REPLY TO REFTEL
WITH FY-80 GORM PACKAGES CONSISTING OF I AND III SHOWING
A DECREASE FROM 27 TO 24 OFFICERS, AND THE UTILIZATION OF 100
PERCENT OF ITS CURRENT LEVEL POSITIONS. ALTHOUGH OPTIONAL PACKAGE
IV, AN INCREASE REQUEST OVER CURRENT STAFFING, IS NOT SUBMITTED,
PLEASE NOTE CHIEF OF MISSION'S EVALUATION UNDER II-1. END
SUMMARY.

2. FORM ZBB NO. 1
LINE 1 TOTAL US PERSONNEL 33
LINE 2 TOTAL FSL 0
LINE 3 TOTAL PERSONNEL RESOURCES 33
A PACKAGE 1 LINE 3 X 90 PERCENT EQUALS 30
C PACKAGE 3 LINE 3 X 5 PERCENT EQUALS 2

3. FORM ZBB NO. 2 PACKAGE WORKSHEET ZERO BASE BUDGETING
FY 1980
PERSONNEL RESOURCES WORKSHEET
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	FY 1978		PKG 1		PKG 3	
FUNCTION	AMOF	AMSTF	FSL	AMOF	AMSTF	FSL
EXECUTIVE	3	2	0	3	2	0
POLITICAL	4	2	0	3	2	0
ECONOMIC	4	1	0	3	1	0
CONSULAR	1	0	0	1	0	0
ADMIN	15	0	0	14	1	0

TOTAL PKG 27 6 0 24 6 0 3 0 0
 CUM TOTAL 27 6 0 24 6 0 3 0 0

4. ZBB NO. 3

DECISION UNIT NAME: USLO PEKING

PACKAGE I OF II:

ACTIVITY DESCRIPTION: IF WE HAD TO CUT OUR STAFFING BY 10 PERCENT IN FY 1980 IT WOULD BE DONE IN THE POLITICAL, ECONOMIC, AND ADMINISTRATIVE AREAS. WE COULD CARRY ON MOST FUNCTIONS OF THE LIASISON OFFICE AT A REDUCED LEVEL BUT THE CUT WOULD PROBABLY LEAD TO THE NEED FOR TDY ASSISTANCE.

RESOURCE REQUIREMENTS

	FY-78	FY-79	FY-80	
				THIS PKG CUM
US OFFICERS	27	27	3	24
US STAFF	6	6	0	6
FSL	0	0	0	0
TOTAL	33	33	3	30

IMPACT: THE US OBJECTIVE IS NORMALIZATION OF RELATIONS WITH THE PRC. AT PRESENT CHINESE ATTITUDES TOWARDS CONTACTS WITH AMERICANS ARE IMPROVING. (FOR EXAMPLE 15,000 US VISITORS ARE EXPECTED IN 1978. THIS IS A FIVE-FOLD INCREASE OVER 1977.) A REDUCTION IN STAFF WOULD BE DIRECTLY CONTRARY TO THE TREND IN SINO-US RELATIONS AND WOULD
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PREVENT USLO FROM CARRYING OUT ANTICIPATED INCREASES IN CONSULA, ECONOMIC AND POLITICAL WORK.

USLO IS UNIQUELY RESTRICTED IN ITS ABILITY TO DEVISE ALTERNATIVE METHODS FOR CARRYING OUT OUR GOALS AND OBJECTIVES. IN A NORMAL US DIPLOMATIC MISSION, A HIGHLY TRAINED AND EXPERIENCED LOCAL STAFF CAN USUALLY BE ENTRUSTED TO HELP CARRY OUT US OBJECTIVES WHEN THE AMERICAN STAFF IS REDUCED. USLO HAS NO TRAINED FSL'S AND AMERICAN STAFF MEMBERS FREQUENTLY MUST DO WORK USUALLY DONE BY LOCAL EMPLOYEES AT OTHER POSTS.

CAN SOME OF PEKING'S GOALS AND OBJECTIVES BE SHIFTED ELSEWHERE? FOR EXAMPLE, COULD HONG KONG'S PERSONNEL BE CALLED UPON TO ASSIST IN THE IMPELEMENTATION OF USLO'S GOALS? PERHAPS, BECAUSE OF ITS LARGE AND PROFESSIONAL STAFF IT COULD ASSUME GREATER RESPONSIBILITIES IF PEKING'S STAFF SHOULD BE CUT. HOWEVER, WITHIN THE PAST YEAR, HONG KONG HAS SHIFTED PROGRAMS, AND AMERICAN POSITIONS TO PEKING BECAUSE WE HAVE GREATER FREEDOM TO TRAVEL AND OBSERVE, ARE CLOSER TO THE DAY-TO-DAY ACTIVITY OF THE PRC OFFICIALS, HAVE MORE NUMEROUS CONTACTS WITH THEM, AND HAVE MORE OPPORTUNITY TO CARRY OUT REPRESENTATIONAL FUNCTIONS. TO REVERT TO HONG KONG FOR SUPPORT NOW WOULD BE TURNING THE CLOCK BACK.

AS MOVES TOWARD DIPLOMATIC NORMALIZATION INCREASE,

USLO WILL NEED A LARGER STAFF TO CARRY OUT ITS INCREASED RESPONSIBILITIES.

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ACTION SS-25

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-----024269 050741Z /11

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FM USLO PEKING
TO SECSTATE WASHDC PRIORITY 0630

C O N F I D E N T I A L SECTION 2 OF 2 PEKING 1263

EXDIS

5. ZBB NO. 3
DECISION UNIT NAME: USLO PEKING
PACKAGE III OF II
ACTIVITY DESCRIPTION: CURRENT ACTIVITIES COULD BE CARRIED ON EFFICIENTLY IN THE FIVE MAJOR AREAS OF THE LIAISON OFFICE DURING FY 1980 AND OUR AGREED UPON GOALS COULD BE ACHIEVED.
RESOURCE REQUIREMENTS:

	FY-78	FY-79	FY-80	
	THIS PKG		CUM	
US OFFICER	27	27	0	27
US STAFF	6	6	0	6
FSL	0	0	0	0
TOTAL	33	33	0	33

IMPACT: ALTHOUGH PRESENT STAFFING IS ADEQUATE TO HANDLE CURRENT ACTIVITIES, THE POST FEELS THAT THERE WILL BE AN INCREASED WORK-LOAD WHEN NORMALIZATION OF DIPLOMATIC RELATIONS IS ACHIEVED. THERE WILL BE MORE WORK IN ALL SECTIONS AS COMMERCE, TOURISM, POLITICAL AND CONSULAR ACTIVITIES GROW. THERE WILL BE PRESSURE TO INCREASE THE POST'S STAFFING PATTERN IN ORDER TO MEET OUR GOALS AND OBJECTIVES.

6. 20. NON-SALARY FUNDING: THE POST IS CURRENTLY EXPANDING ITS SPACE AND WITH THIS ADDITIONAL AREA WE WILL BE ABLE TO SET
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UP A COMMERCIAL LIBRARY, A CULTURAL SECTION, VIDEO VIEWING ROOMS, LANGUAGE LABORATORY, AND CONFERENCE ROOMS. ADDITIONAL FUNDS COULD AND WOULD BE USED FOR EXPANDING OUR LIMITED LIBRARY DISTRIBUTIONS, BOOKS, AND INFORMATION TO THE CHINESE. AS OUR ROLE IN CHINA EXPANDS OUR REPRESENTATIONAL RESPONSIBILITIES WILL EXPAND IN ALL AREAS. ALTHOUGH COMMERCE AND ICA WILL PROVIDE SOME OF THE NECESSARY FUNDING, THE POST'S BUDGET WILL INEVITABLY REFLECT THIS EXPANDED ROLE.

7. 21. ECONOMY IMPACT: AT CURRENT LEVELS WE ARE OPERATING A LEAN STAFING COMPLEMENT, BUT ONE WHICH WILL BE ABLE TO COPE WITH THE TRANSITION PERIOD UNTIL FULL DIPLOMATIC RECOGNITION. AS RELATIONS WITH THE CHINESE IMPROVE, WE WILL NEED TO INCREASE OUR FUNDING TO EXPAND OUR COMMERCIAL SERVICES, CONSULAR AND INFORMATIONAL SERVICES AND OUR REPRESENTATION.

8. II. 1. CHIEF OF MISSION'S EVALUATION: THE US LIAISON OFFICE IS A MISSION IN A STATE OF TRANSITION, MOVING TOWARDS THE DEVELOPMENT OF DIPLOMATIC RELATIONS WITH THE PEOPLE'S REPUBLIC OF CHINA.

TODAY, THERE IS A QUICKENING PACE IN THE INTERCHANGE OF DELEGATIONS AND COMMERCE. THIS IMPROVED RELATIONSHIP PROVIDES MORE OPPORTUNITY AND CONTACT FOR USLO'S OFFICER STAFF. TO CONTEMPLATE A DECREASE IN STAFF (OR FUNDS) IN FY 1980 WOULD BE DETRIMENTAL TO US POLICY GOALS. THIS MISSION'S SIZE WILL PROBABLY HAVE TO INCREASE IN THE FUTURE. THE PACKAGE SHOWING A TRUNCATED STAFFING PATTERN CONSISTING OF ONLY 24 OFFICERS FOR PEKING IS HYPOTHETICAL, (AND I HOPE THAT THE DEPARTMENT ACCEPTS THIS AS JUST THAT--A HYPOTHETICAL EXERCISE), SUBMITTED IN RESPONSE TO STATE'S 063477.

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